

EPAUnited States Environmental Protection Agency
Washington, DC 20460**Work Assignment**

Work Assignment Number

2-38

☐

Other

☐

Amendment Number:

Contract Number

EP-W-10-002

Contract Period 11/19/2009 To 11/18/2014

Base

Option Period Number 2

Title of Work Assignment/SF Site Name

Learn Event Support

Contractor

INDUSTRIAL ECONOMICS, INCORPORATED

Specify Section and paragraph of Contract SOW

Element 4, Pg. 13

Purpose:

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Work Assignment

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Work Assignment Close-Out

☐

Work Assignment Amendment

☐

Incremental Funding

☐

Work Plan Approval

Period of Performance

From 11/19/2009 To 11/18/2012

Comments:

The purpose of this action is to initiate Work Assignment 2-38. The contractor shall provide a work plan and cost estimate in accordance with the contract.

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Supersfund

Accounting and Appropriations Data

☒

Non-Supersfund

SFO
(Max 2)☐

Note: To report additional accounting and appropriations data use EPA Form 1900-69A.

Line	OCN (Max 6)	Budget/FY (Max 4)	Appropriation Code (Max 6)	Budget Org/Code (Max 7)	Program Element (Max 9)	Object Class (Max 4)	Amount (Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1										
2										
3										
4										
5										

Authorized Work Assignment Ceiling

Contract Period:

Cost/Fee

LOE C

11/19/2009 To 11/18/2014

This Action:

261

Total:

261

Work Plan / Cost Estimate Approvals

Contractor WP Dated:

Cost/Fee:

LOE:

Cumulative Approved:

Cost/Fee:

LOE:

Work Assignment Manager Name Andrea Baker

Branch/Mail Code:

Phone Number 202-566-1809

FAX Number:

(Signature)

(Date)

Project Officer Name Cathy Turner

Branch/Mail Code:

Phone Number: 202-566-0951

FAX Number:

(Signature)

(Date)

Other Agency Official Name

Branch/Mail Code:

Phone Number:

FAX Number:

(Signature)

(Date)

Contracting Official Name Jami Rodgers

Branch/Mail Code:

Phone Number: 202-564-4781

FAX Number:

(Signature)

(Date)

WORK ASSIGNMENT

Title: Lean Event Support

Contractor: IEc

Contract No.: EP-W-10-002

Work Assignment Number: 2-38

Estimated Period of Performance:

Date of issuance to Nov. 18, 2012

Estimated Level of Effort:

261 hours

Key EPA Personnel:

Andrea Baker

Work Assignment COR (WA COR):

Andrea Baker
OP/OSEM/SMD (2812T)
202/566/1809
202/566-2218 (fax)

Contract Level COR:

Cathy Turner
OP (1805T)
202/566-0951
202/566-3001 (fax)

Background and Purpose:

The Office of Strategic Environmental Management (OSEM) helps EPA and others make the strategic policy and governance changes necessary to meet the Agency's goals now and in the future through analysis of emerging issues and strategic management practices, including program analysis and program evaluation.

Since 2005, this organization has been providing support to, and has been working with, State environmental agencies on the use of business process improvement methods such as Lean and Six Sigma in a new and innovative way to drastically improve permitting and administrative. Within a few months of implementation of the business process method, States drastically reduced permit application backlogs, reduced lead times for permit reviews by more than 50 percent and made more staff time available for "mission critical" work. This was done while improving staff morale and increasing the transparency of the processes to stakeholders, *without* scarifying environmental protection goals or reducing value-added permit review time.

EPA has provided support to the States and EPA to broaden the innovative use of Lean and Six Sigma, by developing several cutting edge Lean government documents.

Providing coaching support to EPA employees planning, facilitating and implementing lean activities/events; and,

These activities will focus on enhancing the process improvement skills, capabilities, techniques, strategies and processes used by EPA staff and managers.

The WA COR is authorized to provide technical direction under this work assignment.

EPA will provide the locations/rooms(s) for all meetings/events in coordination with contractor schedule. Meeting participants will be invited by EPA to all meetings/events.

Staff Experience Requirements

At least 3 years of experience with the Lean process (Lean government); preferably with an environmental agency (state or federal) including the following:

- Lean concepts, tools and techniques
- Scoping, planning, facilitating and/or leading projects using the Lean process, and
- Providing post-event support.

This work assignment does not duplicate tasks in any existing work assignments.

Quality Assurance (QA) Requirements

Check [] Yes or [X] NO, if the following statement is true or false. The Contractor shall submit a written Quality Assurance Project Plan for any project that is developing environmental measurements or a Quality Assurance Supplement to the Quality Management Plan for any project which generates environmental data using models with their technical proposal

Tasks and Deliverables: The WA COR will review all deliverables in draft form and provide revisions and/or comments to the contractor. The contractor shall prepare the final deliverables incorporating the WA COR's comments. The WA COR is authorized to provide technical direction.

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

Task 1 - Prepare Workplan

The contractor shall prepare a workplan in accordance with the contract. The workplan shall outline, describe and include the technical approach, resources, timeline and due dates for deliverables, and a detailed cost estimate by task and a staffing plan. The WA COR and the Contract Level COR and the CO will review the workplan. However, only

- 2d. Draft agenda and schedule for scoping meeting within 15 business days of the scheduled scoping meeting.
- 2c. Scoping meetings that results in the identification of project scope, objectives, goals and data compilation shall be held within 45 days of project kick-off meeting.
- 2e. The contractor shall provide a final summary report on the scoping meeting within 5 days of receipt of comments.

Task 3 – Provide Lean Event and Follow-Up Support

[Contract SOW Ref. - Element 4, pg. 13]

The Contractor shall facilitate the designate Lean Event which could be a value stream Mapping event or a full Kaizen event. The contractor shall assist in planning, developing, compiling and distributing agenda, handouts and other materials for the meeting; facilitating the meeting; providing a summary report; and providing follow-up meeting facilitation as deemed necessary for each event.

This shall include, but is not limited to:

1. Facilitate Lean Event which shall take between one and five days.
2. Provide just-in-time Lean training to help acclimate EPA Staff and Stakeholders to Lean philosophy, tools and techniques.
3. Coach and mentor EPA Lean Event Team Leader and facilitator trainees.
4. Serving in the capacity of Facilitator identify and manage change during the Lean Meeting.
5. Work with EPA internal staff and management, as well as external stakeholders to develop a visual representation of the specified process flow.

Kaizen events shall also include, but not be limited to:

6. Identify sources of non-value added activities (waste) and prioritize future waste minimization, elimination, and improvement activities
7. Establish a vision for the future, including development of a plan to achieve the vision, and
8. Develop a continuous improvement process for the Team to use in periodic evaluation of improvement opportunities
9. Participate by phone or in person in follow-up meetings to be held 30 days, 60 days and 90 days after the Lean event.
10. Assist in planning, developing, compiling and distributing agenda, handouts, and other materials for the meetings; facilitating the meetings; and providing a summary report

Deliverables and schedule under Task 3

- 3a. Draft agenda for each event within 15 business days of the scheduled event.
- 3b. Draft Summary Report of each Lean event is to be completed within 15 calendar days of completion of the lean event.

EPAUnited States Environmental Protection Agency
Washington, DC 20460**Work Assignment**

Work Assignment Number

2-38

☐ Other☐ Amendment Number:

Contract Number

EP-W 10-002

Contract Period 11/19/2009 To 11/18/2014

Base

Option Period Number 2

Title of Work Assignment/SF Site Name

Loan Event Support

Contractor

INDUSTRIAL ECONOMICS, INCORPORATED

Specify Section and paragraph of Contract SOW

Element 4, Pg. 13

Purpose:



Work Assignment:



Work Assignment Close-Out:



Work Assignment Amendment:



Incremental Funding



Work Plan Approval

Period of Performance

From 11/19/2011 To 11/18/2012

Comments:

The purpose of this action is to approve the contractor's work plan and budget dated December 8, 2011 for a total of 101 level of effort hours, (b)(4) estimated cost, and (b)(4) fixed fee for a total CPFF of \$34,986.54.



Superfund

Accounting and Appropriations Data



Non-Superfund

SFO
(Max 2)

Note: To report additional accounting and appropriations data use EPA Form 1900-69A.

Line	DCN (Max 6)	Budget/FY (Max 4)	Appropriation Code (Max 6)	Budget Org/Code (Max 7)	Program Element (Max 9)	Object Class (Max 4)	Amount (Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1										
2										
3										
4										
5										

Authorized Work Assignment Ceiling

Contract Period:

11/19/2009 To 11/18/2014

Cost/Fee:

LOE:

This Action:

Total:

Work Plan / Cost Estimate Approvals

Contractor WP Date: 12/08/2011

Cost/Fee: \$34,986.54

LOE: 101

Cumulative Approved:

Cost/Fee: \$34,986.54

LOE:

Work Assignment Manager Name Scott Bowles

Branch/Mail Code:

(Signature)

(Date)

Phone Number 202-566-2208

FAX Number:

Project Officer Name Cheryl R. Brown

(Signature)

(Date)

Branch/Mail Code:

Phone Number: 202-566-0940

FAX Number:

Other Agency Official Name

(Signature)

(Date)

Branch/Mail Code:

Phone Number:

FAX Number:

Contracting Official Name Stefan Martiyan

(Signature)

(Date)

Branch/Mail Code:

Phone Number: 202-564-1987

FAX Number:

EPAUnited States Environmental Protection Agency
Washington, DC 20460**Work Assignment**

Work Assignment Number

2-38

☐ Other ☐ Amendment Number:

Contract Number

EP W 10 002

Contract Period 11/19/2009 to 09/19/2014

Base Option Period Number 2

Title of Work Assignment/SF Site Name

Lean Event Support

Contractor

INDUSTRIAL ECONOMICS, INCORPORATED

Specify Section and paragraph of Contract SOW

Element 4, Pg. 13

Purpose:

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Work Assignment

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Work Assignment Close-Out

☐

Work Assignment Amendment

☐

Incremental Funding

☒

Work Plan Approval

Period of Performance

From 11/19/2011 To 11/18/2012

Comments

The purpose of this action under Work Assignment (WA) 2-38 is to approve the contractor's work plan dated August 30, 2012 for 272 level of effort hours, (b)(4) in estimated cost, and (b)(4) in fixed fee, for a total of \$65,164.23.

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Superfund

Accounting and Appropriations Data

☒

Non-Superfund

SF-O
(Max 2)☐

Note: To report additional accounting and appropriations data use EPA Form 1900-69A.

Line	DCN (Max 6)	Budget/FY (Max 4)	Appropriation Code (Max 5)	Budget Org/Code (Max 7)	Program Element (Max 9)	Object Class (Max 4)	Amount (Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1										
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3										
4										
5										

Authorized Work Assignment Ceiling

Contract Period:

Cost/Fee:

LOE:

11/19/2009 To 09/19/2014

This Action

Total

Work Plan / Cost Estimate Approvals

Contractor WP Dated:

08/30/2012

Cost/Fee:

\$65,164.23

LOE: 272

Cumulative Approved:

Cost/Fee:

\$65,164.23

LOE: 272

Work Assignment Manager Name Scott Bowles

Branch/Mail Code:

Phone Number 202-566-2208

FAX Number:

(Signature)

(Date)

Project Officer Name Cheryl R. Brown

Branch/Mail Code:

Phone Number: 202-566-0940

FAX Number:

(Signature)

(Date)

Other Agency Official Name

Branch/Mail Code:

Phone Number:

FAX Number:

(Signature)

(Date)

Contracting Official Name Susan Mastliyan

Branch/Mail Code:

Phone Number: 202-564-1987

FAX Number:

(Signature)

(Date) 9/17/2012

EPAUnited States Environmental Protection Agency
Washington, DC 20460**Work Assignment**

Work Assignment Number

2-38

☐ Other ☒ Amendment Number:

000001

Contract Number

EP-W-10-002

Contract Period 11/19/2009 To 11/18/2014

Base

Option Period Number 2

Title of Work Assignment/SF Site Name

Lean Event Support

Contractor

INDUSTRIAL ECONOMICS, INCORPORATED

Specify Section and paragraph of Contract SOW

Element 4, Pg.13

Purpose:

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Work Assignment

☐

Work Assignment Close-Out

☒

Work Assignment Amendment

☐

Incremental Funding

☐

Work Plan Approval

Period of Performance

From 11/19/2011 To 11/18/2012

Comments:

The purpose of this action is to change the WA COR to Scott Bowles.

☐

Superfund

Accounting and Appropriations Data

☒

Non-Superfund

SFO

(Max 2)

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Note: To report additional accounting and appropriations data use EPA Form 1900-69A.

Line	DCN (Max 6)	Budget/FY (Max 4)	Appropriation Code (Max 6)	Budget Org/Code (Max 7)	Program Element (Max 9)	Object Class (Max 4)	Amount (Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1										
2										
3										
4										
5										

Authorized Work Assignment Ceiling

Contract Period:

Cost/Fee:

LOE:

11/19/2009 To 11/18/2014

This Action:

Total:

Work Plan / Cost Estimate Approvals

Contractor WP Dated:

Cost/Fee:

LOE:

Cumulative Approved:

Cost/Fee:

LOE:

Work Assignment Manager Name Scott Bowles

Branch/Mail Code:

Phone Number 202-566-2208

FAX Number:

(Signature)

(Date)

Project Officer Name Cheryl R. Brown

Branch/Mail Code:

Phone Number: 202-566-0940

FAX Number:

(Signature)

(Date)

Other Agency Official Name

Branch/Mail Code:

Phone Number:

FAX Number:

(Signature)

(Date)

Contracting Official Name Jami Rodgers

Branch/Mail Code:

Phone Number: 202-564-4781

FAX Number:

(Signature)

(Date)

EPAUnited States Environmental Protection Agency
Washington, DC 20460**Work Assignment**

Work Assignment Number

2-38



Other



Amendment Number:

000002

Contract Number

EP-W-10-002

Contract Period 11/19/2009 To 11/18/2014

Base

Option Period Number 2

Title of Work Assignment/SF Site Name

Lean Event Support

Contractor

INDUSTRIAL ECONOMICS, INCORPORATED

Specify Section and paragraph of Contract SOW

Element 4, Pg. 13

Purpose:



Work Assignment



Work Assignment Close-Out



Work Assignment Amendment



Incremental Funding



Work Plan Approval

Period of Performance

From 11/19/2011 to 11/18/2012

Comments:

The purpose of this amendment to Work Assignment (WA) 2-38 is to increase the level of effort hours and funding by adding an additional lean event to support the Office of the Chief Financial Officer (OCFO). The contractor shall submit a work plan and cost estimate in accordance with the contract.



Superfund

Accounting and Appropriations Data



Non-Superfund

Note: To report additional accounting and appropriations data use EPA Form 1620-69A

SFO
(Max 2)

Line	DCN (Max 6)	Budget/FY (Max 4)	Appropriation Code (Max 5)	Budget Org/Code (Max 7)	Program Element (Max 9)	Object Class (Max 4)	Amount (Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1										
2										
3										
4										
5										

Authorized Work Assignment Ceiling

Contract Period:

11/19/2009 To 11/18/2014

Cost/Fee:

LOE:

This Action

Total:

Work Plan / Cost Estimate Approvals

Contractor WP Dated

Cost/Fee:

LOE:

Cumulative Approved:

Cost/Fee:

LOE:

Work Assignment Manager Name Scott Bowles

Branch/Mail Code:

Phone Number 202-566-2208

FAX Number:

(Signature)

(Date)

Project Officer Name Cheryl R. Brown

Branch/Mail Code:

Phone Number 202-566-0940

FAX Number:

(Signature)

(Date)

Other Agency Official Name

Branch/Mail Code:

Phone Number:

FAX Number:

(Signature)

(Date)

Contracting Official Name Stefan Martiyan

Branch/Mail Code:

Phone Number 202-564-1987

FAX Number:

(Signature)

(Date)

8/15/2012

WORK ASSIGNMENT

Title: Lean Event Support

Contractor:

Contract No.: EP-W-10-002

Work Assignment Number:

2-38

Estimated Period of Performance:

Date of issuance to Nov. 12, 2012

Estimated Level of Effort:

Additional 196 hours

Key EPA Personnel:

Work Assignment COR (WA COR):

Scott Bowles
OP/OSEM/ESD
202/566/2208 Phone
202/566/2218 Fax

Contract Level COR:

Cheryl R. Brown
Office of Policy (1805T)
202/566-0940
202/566-3001 (fax)

Background and Purpose:

The Office of Strategic Environmental Management (OSEM) helps EPA and others make the strategic policy and governance changes necessary to meet the Agency's goals now and in the future through analysis of emerging issues and strategic management practices, including program analysis and program evaluation.

Since 2005, this organization has been providing support to, and has been working with, State environmental agencies on the use of business process improvement methods such as Lean and Six Sigma in a new and innovative way to drastically improve permitting and administrative. Within a few months of implementation of the business process method, States drastically reduced permit application backlogs, reduced lead times for permit reviews by more than 50 percent and made more staff time available for "mission critical" work. This was done while improving staff morale and increasing the transparency of the processes to stakeholders, *without* sacrificing environmental protection goals or reducing value-added permit review time.

EPA has provided support to the States and EPA to broaden the innovative use of Lean and Six Sigma, by developing several cutting edge Lean government documents.

Flagship documents, produced in 2006 and 2007 respectively, include “Working Smart for Environmental Protection – Improving State Agency Processes with lean and Six Sigma,” and “Lean in Government - A Practical Guide to Implementing Successful Lean initiatives at Environmental Agencies,” also known as “The Lean Starter Kit”.

Both documents are posted on the EPA lean web site and have been distributed to all EPA SES managers, State Environmental Commissioners, and many other federal agencies. They have been used by many States, EPA offices and other federal offices. EPA provides a wealth of information about lean government on the EPA lean web site (at www.epa.gov/lean), including EPA and state case studies, Lean Fact Sheet, Lean in Air Permitting Guide, and many other resources.

The purpose of this work assignment is to support broader scale application of Administrative Lean and Lean Process Improvement tools and techniques, also known as “Lean Government”, within EPA, State environmental agencies, Federal Agencies and local governments. This work will be done by: 1) providing lean facilitation expertise to plan and implement EPA, State, Federal, and local government administrative lean activities/meetings/events; and, 2) providing coaching support to EPA employees planning, facilitating and implementing lean activities;

EPA and their stakeholders intend to use the approach to assist with the identification, design and implementation of new practices through facilitated events. The work includes providing process improvement facilitation expertise while building process improvement skills.

Services will consist of:

- Conducting pre-event meetings to finalize the scope of the lean event, identify participants in designated lean events/activities, identify any necessary pre-work for lean activities/events, and otherwise make preparations for the events to be optimally successful;

- Facilitating 1 – 3 lean events ranging in length from one to five days. These events may range from a value stream mapping exercise to a full five day Kaizen event. The WAM will provide technical directions with specific subject and event information;

- Producing a draft report summarizing results of the events which may include: 1) a visual representation of the current state processes flow involved in each designated process, 2) a list of potential ways to streamline the designated process, 3) a proposed future state map showing process flow for the designated process, and 4) an implementation plan to take advantage of proposed streamlining ideas;

- Providing facilitation support for follow up meetings of stakeholders and participants;

Providing coaching support to EPA employees planning, facilitating and implementing lean activities/events; and,

These activities will focus on enhancing the process improvement skills, capabilities, techniques, strategies and processes used by EPA staff and managers.

The WA COR is authorized to provide technical direction under this work assignment.

Assumptions

EPA will provide the locations/rooms(s) for all meetings/events in coordination with contractor schedule. Meeting participants will be invited by EPA to all meetings/events.

Experience

At least 3 years of experience with the Lean process (Lean government); preferably with an environmental agency (state or federal) including the following:

- Lean concepts, tools and techniques
- Scoping, planning, facilitating and/or leading projects using the Lean process, and
- Providing post-event support.

This work assignment does not duplicate tasks in any existing work assignments.

The purpose of the Amendment is to increase the LOE to add a Lean Event to support OCFO.

Quality Assurance (QA) Requirements

Check ☐ Yes or ☒ NO, if the following statement is true or false. The Contractor shall submit a written Quality Assurance Project Plan for any project that is developing environmental measurements or a Quality Assurance Supplement to the Quality Management Plan for any project which generates environmental data using models with their technical proposal

Tasks and Deliverables: The WA COR will review all deliverables in draft form and provide revisions and/or comments to the contractor. The contractor shall prepare the final deliverables incorporating the WA COR's comments. The WA COR is authorized to provide technical direction.

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

Task 1 - Prepare Workplan

The Contractor shall not start any work that can not be completed by November 12, 2010. The contractor shall prepare a workplan within 15 calendar day of receipt of a work assignment signed by the Contracting Officer. The workplan shall outline, describe and include the technical approach, resources, timeline and due dates for deliverables, and a detailed cost estimate by task and a staffing plan. The WA COR and the Contract Level COR and the CO will review the workplan. However, only the CO can approve/disapprove the workplan. The Contract Level COR is authorized to suggest revisions via email. If the Contract Level COR does request revisions, then the revisions shall be submitted as requested. ***The contractor shall prepare a revised workplan incorporating the Contracting Officer's comments, if required.***

Deliverables and schedule under Task 1

1a. Workplan within 15 calendar days of receipt of work assignment.

1b. Revised workplan within 3 calendar days of receipt of comments from the Contracting Officer, if required.

Task 2 – Provide Planning Support for Agency Lean Events/Meetings – Including Pre-Work, Scoping Meetings

[Contract SOW Ref. – Element 4, page 13]

The contractor shall lead pre-work and scoping meetings with the WAM, team leader, appropriate senior managers, and event participants in each identified area. These pre-work and scoping meetings will result in identification of project scope, objectives, goals and required data compilation. The contractor shall assist the agency in selecting team members to participate in the lean event. The contractor shall assist in planning, developing agenda, handouts and other materials for the meeting, facilitating the meeting, and providing a summary report.

The contractor shall have a kick-off meeting and coordinate with the WAM, designated senior leaders and lean team leader within 5 days of being informed of a potential lean event topic to begin planning the scoping meetings and subsequent lean events. This pre-work meeting will address preliminary project scope, potential format of the lean event and desired outcomes for the Lean event; potential participants in scoping meeting and lean event; possible meetings with managers or other individuals in preparation for scoping or lean event; and other actions that would contribute to the success of this lean effort. The WAM will secure a date and facility for all meetings. ***This Task remains the same in scope with an increase in LOE for the OCFO event.***

This shall include but is not limited to:

1. Pre-meetings, including a kick-off meeting within 5 days of being informed of a

- potential lean event topics with appropriate senior leaders, lean event team leader, WAM, facilitator trainees, or others identified by the WAM.
2. Conduct Lean scoping meetings that result in the identification of project scope, objectives, goals and data compilation. The contractor shall assist the EPA team leader in selecting appropriate individuals to participate in the lean event and writing a short description of possible events.

Deliverables and schedule under Task 2

- 2a. Kick-off meeting held within 5 days of being formed of potential lean event topic.
- 2d. Draft agenda and schedule for scoping meeting within 15 business days of the scheduled scoping meeting.
- 2c. Scoping meetings that results in the identification of project scope, objectives, goals and data compilation shall be held within 45 days of project kick-off meeting.
- 2e. The contractor shall provide a final summary report on the scoping meeting within 5 days of receipt of comments.

Task 3 – Provide Lean Event and Follow-Up Support

Contract SOW Ref. Element 4, page 13]

The Contractor shall facilitate the designate Lean Event which could be a value stream Mapping event or a full Kaizen event. The contractor shall assist in planning, developing, compiling and distributing agenda, handouts and other materials for the meeting; facilitating the meeting; providing a summary report; and providing follow-up meeting facilitation as deemed necessary for each event. ***This Task remains the same in scope with an increase in LOE for the OCFO event.***

This shall include, but is not limited to:

1. Facilitate Lean Event which shall take between one and five days.
2. Provide just-in-time Lean training to help acclimate EPA Staff and Stakeholders to Lean philosophy, tools and techniques.
3. Coach and mentor EPA Lean Event Team Leader and facilitator trainees.
4. Serving in the capacity of Facilitator identify and manage change during the Lean Meeting.
5. Work with EPA internal staff and management, as well as external stakeholders to develop a visual representation of the specified process flow.

Kaizen events shall also include, but not be limited to:

6. Identify sources of non-value added activities (waste) and prioritize future waste minimization, elimination, and improvement activities
7. Establish a vision for the future, including development of a plan to achieve the vision, and
8. Develop a continuous improvement process for the Team to use in periodic

- evaluation of improvement opportunities
9. Participate by phone or in person in follow-up meetings to be held 30 days, 60 days and 90 days after the Lean event.
 10. Assist in planning, developing, compiling and distributing agenda, handouts, and other materials for the meetings; facilitating the meetings; and providing a summary report.

Deliverables and schedule under Task 3

- 3a. Draft agenda for each event within 15 business days of the scheduled event.
- 3b. Draft Summary Report of each Lean event is to be completed within 15 calendar days of completion of the lean event.
- 3c. Final Summary Report of each Lean event 5 days after receipt of revisions from the WAM, including presentations, current state and ideal state value stream maps and proposed action plan forward.
- 3d.** Proposed agenda and schedule for follow-up meetings with 10 calendar days after initial Lean Event, 30 day meeting and 60 day meeting.
- 3e. Draft update reports following each follow-up meeting within 7 days of each event.
- 3f. Final summaries for each follow-up meeting within 7 calendar days of receipt of comments on draft from the WAM
- 3g. If technical direction is provided by the WA COR, the contractor shall proceed as directed.